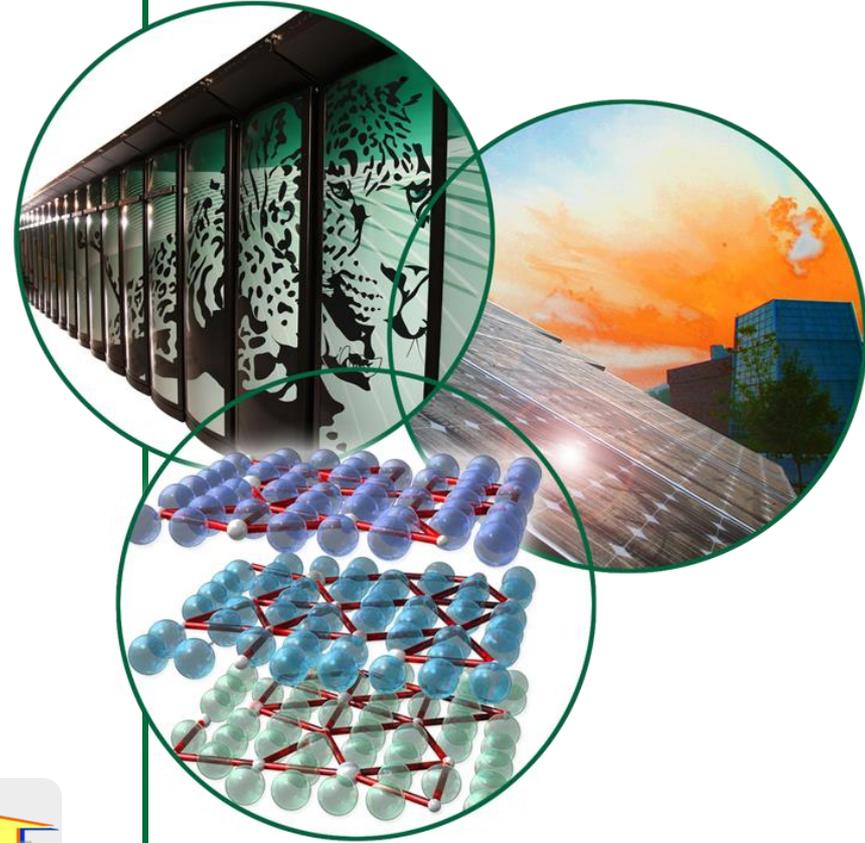


Health and Safety Field Support Extreme Makeover

Integrated Safety Management Summit

Michael L. McIntosh, CIH, CSP, CHMM
Group Leader H&S Field Support
Oak Ridge National Laboratory

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Mike McIntosh: Bio slide

As Group Leader in the Safety Services Division at ORNL, Mike McIntosh manages the Health and Safety Field Support Group's operations and support functions. His management responsibilities also include the Industrial Hygiene Analytical Laboratory which is accredited by the American Industrial Hygiene Association.

Mr. McIntosh has over 36 years of experience in industrial hygiene and safety program development and management . He has regulatory experience as a Compliance Officer for the Tennessee Occupational Safety and Health Administration as well as experiences in the aerospace industry, private consulting, and DOE decontamination and decommissioning projects.

A native of Tennessee, Mr. McIntosh graduated from East Tennessee State University with a bachelor's degree in environmental health followed by a master's degree from Samford University in environmental management. He holds certifications by the American Board of Industrial Hygiene, Board of Certified Safety Professionals, and the Institute of Hazardous Materials Management .

Safety Services Division Health and Safety Field Support Group

- H&S staff are deployed to various ORNL Directorates and Divisions
 - Twenty-six staff members
- Provide health and safety support in a variety of areas
 - Qualitative and quantitative exposure assessments
 - ESH subcontract reviews
 - Chemical reviews
 - Safety Assessments
 - Construction oversight
 - Interface with a number of ORNL systems and processes
- Industrial Hygiene Analytical Laboratory
 - AIHA Accredited
 - Four Technicians

Identifying the need for staff engagement

- Staff meetings frequently led to discussions on issues with Internal Operating Procedures and frustrations with internal and external systems and processes
- Recurring themes emerged
 - Service subcontract review and approval process
 - Qualitative and quantitative exposure assessment process
 - Exposure monitoring tracking system
 - Consistent use of gas/vapor calculations
- Gallup Poll results indicated lower ratings in two areas
 - “In the last seven days, I have received recognition or praise for doing good work “
 - “This year, I have had opportunities at work to learn and grow”
- Idea emerged to model an initiative after a popular TV show and engage the staff in working the issues



Extreme
MAKEOVER

FIELD SUPPORT EDITION

FIELD SUPPORT EDITION

Establishing team leads

- Six topics were identified
- Team leads were selected for each topic and identified as Special Interest Group (SIG) Team Leads
- Team lead selection was based on the how vocal or passionate the individual was regarding the topic
- Team lead's primary goal was to facilitate discussion with other staff and work toward resolution
- Staff with a vested interest in a particular area were encouraged to participate in SIG meetings and provide input

“Put someone in charge. Ask yourself, who wakes up in the morning worrying about this specific project/task?” - Jeff Smith

“In the last seven days, I have received recognition or praise for doing good work”

- **Mission Statement - *To identify the best way to be recognized or praised at work. This will be accomplished by discussing the issue with members of the group to solicit opinions and ideas.***
- **Recognition is difficult since most staff members are deployed**
- **Recommendations for recognition**
 - **Conduct them in private settings**
 - **Conduct them verbally or in writing**
 - **Gift certificates**
 - **Tokens redeemable for rewards**



“This year, I have had opportunities to learn and grow”

- **Mission Statement - *To identify Health and Safety Field Support Staff’s perceptions on opportunities at work to develop/expand skills and professional knowledge***
- **Recommendations/actions**
 - ***Survey conducted***
 - ***Technicians perceive opportunities differently than division support***
 - ***Mixed response on sharing information when they return from external training***
 - ***Consensus that more communication needed for workshops/training/conferences***
 - ***Broaden the understanding of internal mentoring and opportunities for non-exempt personnel***
 - ***Develop SharePoint site to provide information from conferences/training and links to upcoming events***



Service subcontractor review process

- **Mission Statement - *To facilitate dialogue among Safety Services Division Support Staff to improve the service subcontract review and approval process through efficient and consistent application of the guiding SBMS procedure. Make recommendations for process improvement whereby inefficiencies or inconsistencies are identified. Strive to meet or exceed customer expectations as applicable in support of ORNL missions.***
- **Recommendations**
 - Consider exclusive use of terms and conditions for most Purchase Requests
 - Identify an SME position
 - Revise SAP to ensure requestor completes all information
 - Development of predefined clauses
 - Develop a graded approach

Develop gas calculation manual

- **Mission Statement - *The gas calculation manual will remove uncertainty and inconsistency in Safety Services Division field support staff engaged in performing specific gas release scenario calculations. The manual will engender efficiency and promote enhanced credibility among users who view inconsistency as detrimental to credibility. The manual will be accurate, easy to use, and sufficiently comprehensive to be of considerable value to field support staff.***
- **Recommendations/actions**
 - Facilitated discussion regarding possible scenarios and solicited example calculations using actual ORNL evaluations.
 - Best scenarios selected which will serve as a tool to ensure consistency and guidance for all IHs, including new-hires
 - Future plans are to make this the 1st chapter of a more comprehensive best practice manual in addition to developing computer models based on possible scenarios

Qualitative Exposure Assessments

- **Mission Statement** - *To get a better understanding of the Qualitative Exposure Assessment (QEA) requirements, to discuss how they are being implemented in the research divisions represented, and to outline a more consistent approach within our Field Support Group.*
- **Recommendations/actions**
 - *SIG gained a clearer understanding of the QEA requirements*
 - *Relevant driving documents reviewed and summarized*
 - *QEAs from various divisions reviewed*
 - *Dialogue among scattered field IHs stimulated “mutual aid” and increased implementation of QEAs*
 - *Simplified version of QEA form for low risk operations utilized*

Improve the efficiency of data entry into CTS

- **Mission Statement - *Develop guidance on inputting consistent data into the Comprehensive Tracking System (CTS). To identify methods which would make the CTS more efficient and useful to the Field Support Group. This will be accomplished by using a SIG to evaluate and prioritize suggestions received from a survey of personnel currently using this database.***
- **Recommendations/actions**
 - Engaged the users to prioritize tasks
 - Creation of task specific tutorials
 - **Step-by-step approach to entering various information types**
 - Eliminates confusion and improves system flow by guiding staff from log-in to log-off
 - Improves consistency by specifically listing the required data entry fields on each screen
 - **Available in hard copy, Word file, and video**
 - Word file and video complement each other
 - Hard copy printouts and videos available via SharePoint
 - Six tutorials currently available which address most common tasks
 - Video tutorials developed with Camtasia Studio software
 - Users can complete survey while video plays in background

CTS – Future plans

- **Future Plans for CTS**

- **Continued development of task specific CTS Tutorials**
- **Make “tutorial binders” available to each CTS user for quick reference**
 - Flow chart included for identifying the specific type of tutorial to be used
 - Binder form will allow for easy updates as data entry fields change/evolve
- **Work with programmers to eliminate unnecessary data entry fields**
- **Schedule training sessions**



Condition Report Form

- The Condition Report Form was developed to provide an opportunity for staff to provide information regarding incorrect procedures, forms, or website applications/links
- Easy to complete
- Form submitted to the Group Leader
- Group Leader takes necessary action to remedy the issue
- Resolution communicated back to staff

Condition Report Form

The purpose of this Condition Report Form (CRF) is to identify conditions/problems/errors within Safety Services that could lead to errors or non-compliance with our QPS, SEMS, policies, OSHA regulations, etc. It provides an opportunity to gather feedback from the field regarding your experience with our programs and processes and improve those processes.

Date: _____ Submitted By: _____

Provide a Brief Explanation of the Condition/Problem/Error: _____

Program or Process Area (ex. Beryllium, CT 5, SSD website, etc.): _____

Suggested Corrective Measures or Improvements: _____

Assigned to: _____ For Internal Use: _____

Corrective Action Taken (provide a brief narrative): _____ Number Assigned: _____

Date Corrected: _____

Please return completed CRF to Mike McInosh at mim@ornl.gov or [615-554-5999](tel:615554599)

Conclusions

- **A themed initiative is a powerful tool for engaging individuals**
- **Several ISM Functions involved: analyze the hazard (or issue), implement controls, and feedback**
- **Challenge for the Team Lead was to facilitate discussion and move the group toward solutions rather than letting the meetings become complaint sessions**
- **Benefits**
 - Leadership emerges
 - Keeps the energy level high and focused
 - Promotes engagement
 - Creates an opportunity for staff to have ownership in the process
 - Provides a better understanding of process implementation



Questions